



December CA Mayoral Draft Business Planning 2023-24

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Transport Policy and Delivery

Transport Implementation

The team will continue to have a clear focus on delivering the £1.8 billion West Yorkshire Transport Fund and City Region Sustainable Transport Settlement portfolios, as well as wider activity in delivering active travel and LTP schemes. A number of schemes will be completing construction including White Rose Station, Halifax Bus Station, City Square closure (Leeds) and Steeton & Silsden Car Park extension – with a further tranche scheduled to be going into construction.

Wider activity will include ongoing strengthening of quality, EDI and carbon impacts as part of project development and delivery, with a particular emphasis on embedding these aspects through the pipeline and early project development phases. Further work around managing the impacts of inflation on programmes as well as pipeline development will also be key priorities

Transforming Cities Fund

The team will continue to progress transformational projects that deliver priority improvements for bus, rail, cycling and walking. The £457m TCF programme covering Access to Places, Multi-modal Corridors and Hubs and Interchanges will see a number of key projects enter and continue through the delivery phase in the coming year.

The team will also be driving progress on the West Yorkshire Zero Emission Bus programme and we will see bus manufacture and charging infrastructure installation begin.

Whilst managing the CRSTS Safe Roads programme, we will also support the development and implementation of the West Yorkshire Vision Zero road safety strategy.

Transport Policy

Over the next year, the team will continue to work in partnership with the district Authorities and delivery partners to develop the policies, strategies and transport schemes that will support the new Local Transport Plan and transport pipeline.

New Mayors Local Transport Plan and Transport Pipeline

The Team will focus on progressing the new Local Transport Plan and supporting transport pipeline of schemes ready for adoption in March 2024. In partnership with the District Authorities, the team will establish a new Vision, Ambition and targets for transport in West Yorkshire, for delivery by 2040.

The Local Transport Plan will be supported by a series of new supplementary strategies and scheme pipelines, covering a number of thematic and modal areas, including, rail, Park and Ride, Walking and Cycling, Vehicle Technology (including an Electric Vehicle Strategy), Air Quality, Freight, Shared Transport and approach to the use of highway space.

Subject to Revision

Rail Strategy

The team will continue to work with Government, Transport for the North and Network Rail to support the case for development and delivery of Northern Powerhouse Rail, Transpennine Route Upgrade and enhancements to Leeds Station.

Working with Partners, the team will also focus on developing the next steps of the rail scheme pipeline for West Yorkshire.

Bus Service Improvement Plan and Bus Reform

The team will further develop the proposals in the Bus Service Improvement Plan, including the Bus Network Plan, as part of the Local Transport Plan. The Bus Network Plan will build on the early deliverables to be funded by the Bus Service Improvement Plan and set out the priorities for further integration of the transport network to ensure the bus network provides connectivity and meets the vision set out in the Bus Service Improvement Plan.

The team will also continue to progress the assessment for Bus Reform. The assessment will be presented to the Combined Authority in June to enable an Audit followed by a consultation to enable a Mayoral decision on the outcome of the Bus Reform assessment to be taken in March 2024.

Transport Ops & Passenger Experience

Passenger Experience

The Passenger Experience Team secure free and cheaper bus travel, provide the MCard range of tickets and deliver information services to enable people plan their journeys across the region.

In 2023/24 the team will deliver the initiatives established in the Bus Service Improvement Plan to encourage more people to travel by bus. The Team will seek to improve and modernise how the Combined Authority provides services to its customers and how we can make sure we are inclusive of the needs of our communities. Key projects for the team in 22/23 will be

- Develop the MCard Mobile app to be the “go-to” app for planning and paying for travel in West Yorkshire
- Enabling passengers to pay for travel using “tap on/ tap off” across all buses in the region.
- Improving the reliability and functionality of real time bus information enabling customers to see where their bus is on a mobile app

Mobility Services

The Mobility Services team commissions socially necessary bus services, AccessBus and school transport. As part of its Bus Service Improvement Plan, the Combined Authority is reviewing the bus network and will commission new and changed bus services in response to community need. The team will monitor changes to commercial bus service provision and will seek to maintain community connectivity. Key projects for the team in 22/23 are

- Implementation of new and changed bus services as the first phase of the Bus Network Development Plan
- A full re-procurement of Combined Authority funded bus services
- Review and modernise the AccessBus and FlexiBus demand responsive transport services

Assets Service

The Assets Team manage the Combined Authority’s property portfolio and operates the regions’ bus stations, interchanges, bus shelters and stops. The team will maintain and deliver the portfolio against the Authority’s Asset Development Plan with a particular focus on reducing carbon and energy consumption whilst making our facilities safer and more accessible. Key projects for the team in 22/23 will be

- Opening a new bus station in Halifax

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- Install solar panels at bus stations and bus shelters with the aim of making them carbon neutral bus stations and shelters
 - Strengthening the Safer Travel Partnership with West Yorkshire Police which deploys uniformed officers to support passengers to feel safe on public transport

Mass Transit

Mass Transit

The Mass Transit team is a dedicated outcome-led team responsible for managing the development and delivery of the strategically important and transformational Mass Transit Programme for West Yorkshire.

In 2023/24 the Mass Transit team will manage the development of the business case workstreams to prepare the Strategic Outline Case for Phase 1 of the Mass Transit Programme and maintain the overall Programme-level Strategic Outline Case. In parallel with this they will manage the development of the Outline Business Case model build including the extensive data collection to provide a contemporaneous database for assessment. This will be supported by the concept design development of the potential route corridors and city-centre routes to inform the subsequent route selection and consultation processes.

These development workstreams will be progressed with the managed engagement of the District Partners working in collaboration with the Mass Transit team and supply chain partners to bring local delivery-led experience and technical stakeholder support. The Mass Transit team will continue to engage with the bus, rail and active travel teams and stakeholders to promote the integration of the Mass Transit Programme with the public transport networks, and with the wider initiatives on EDI, sustainability, climate change, and carbon reduction.

The Mass Transit team will continue to grow in capability and capacity to match the required roles and responsibilities of the Mass Transit Programme. This will be complemented by the development of tools, processes and procedures required to manage and control the Programme. This will in turn supports the enhanced governance processes and key strategies being developed for the Programme.

Inclusive Economy, Skills & Culture

Supporting Inclusion, Equality and Diversity

The Enterprise WY programme will offer support to 500 start-ups and a more intensive package of bespoke support for a smaller number of innovative entrepreneurs from diverse backgrounds.

Adult Education Budgets will provide more support to BME, women and poorer learners. The Enterprise West Yorkshire programme will deliver employment support to 3,200 people, particularly to diverse and disadvantaged groups. Engagement with our network of over 185 schools and colleges will improve careers education and destinations of disadvantaged young people, particularly those with special educational needs and disabilities.

We will work alongside Leeds 2023 and Kirklees Year of Music with a focus of widening participation. We will also develop plans on social prescribing alongside the NHS to support our communities.

Tackling the Climate Emergency

The new Business Sustainability Programme will support 150 SMEs with advice, guidance and funding on energy efficiency, sustainable and active travel, flood prevention measures and recycling.

The recommendations of the Mayor's Green Jobs Taskforce will be delivered to support our approach to tackling the climate emergency and ensure that 1,000 green jobs are created.

Ensuring businesses have access to the support they need

The Business Support Service will support over 3,000 businesses in the year, half of which will access more intensive advice and funding. This will include a stronger focus on outreach activity with partners and communities to engage a more diverse range of SMEs. There will be work to explore how our approach better supports co-operative business and social enterprises.

As least 198 employers will be supported to build a talent pipeline and an inclusive workforce. New support for SMEs to recruit graduates will be developed. We will continue support for SMEs to recruit apprentices through levy transfer.

There will be three international trade and market focused initiatives assisting around 350 businesses to explore potential export opportunities. Regional businesses awareness of overseas market opportunities will be improved by generating 1,000 hits per month to the new West Yorkshire Trade portal.

Supporting our learners to reach their potential

61,900 adults will be provided the opportunity to gain basic skills for work, to upskill and re-train through strategic commissioning of £80m+ adult skills funding. The all-age careers platform will be developed and improved, helping people understand the career opportunities in West Yorkshire and routes to accessing them.

Measures will be developed to deliver the West Yorkshire Digital Skills Plan.

Stronger links will be built with Department for Work and Pensions and the Department for Education to influence national approaches. The authority will work closely with the new Local Skills Improvement Plan being delivered by the Chambers Of Commerce. A successor will be launched to West Yorkshire's ground-breaking delivery agreements with the seven FE colleges in West Yorkshire.

Attract Inward Investment to the Region

Through our inward investment activity, 2,000 new and safeguarded jobs will be created by attracting around 30 new projects to the region. The Combined Authority will manage relationships with around 115 of the region's foreign owned businesses and seek to drive 10 new R&D partnership with regional universities. The Authority will further promote the region through a presence at UKREiiF in May 2023.

Promoting innovation and grow productivity

The service will deliver the new WY Innovation Support programme, including a voucher scheme for 100 SMEs to support the development of new products and processes, the Mayor's Innovation prize and the third annual WY Innovation Festival.

The Business Productivity Programme will also be progressed, providing 100 SMEs across all sectors with advice and finding on how to embed lasting productivity improvements, and the manufacturing sector will also benefit from the Made Smarter regional programme to help 100 SMEs digitise their operations to improve efficiency and competitiveness.

The relationship with Innovate UK will be strengthened through developing a new Local Action Plan, building on the devolution deal commitment. This will drive increased Innovate UK investment in businesses in West Yorkshire. As convener of the regional Healthtech Cluster, we will drive investment into health innovation for the benefit of the economy and patient outcomes. The Authority will Support Space Hub Yorkshire in developing our regional space capability across innovation and R&D, digital transformation and investment.

Creative new deal

On-going delivery of several initiatives to enhance the productivity of the regions creative industries base including an export support programme for 30 creative industries businesses, a targeted mentoring scheme to up-skill a cohort of 20 aspiring TV/Games executives. The Creative Catalyst scheme will also oversee the

continuation of the Mayors Screen Diversity Programme – Beyond Brontës which delivers work placement opportunities to over 70 young people aged 18-30. The programme will also seek to generate a more vibrant and connected ecosystem by supporting creative groups and events which specifically engage with disadvantaged groups and underrepresented communities.

We will continue to deliver the creative new deal. This includes developing a package of skills and business support for the creative sector. We will also work closely with Bradford 2025 City of Culture, Culturedale 2024 and Wakefield 2024 to ensure their years of culture are a success.

Commercial Development & Investment

Over the course of 2023-24 the Commercial Development and Investment department is going to:

- Continue to monitor the recently launched Foresight SME Investment Fund as it makes further investments in business within the region.
- Continued focus upon the Enterprise Zone sites to ensure optimum performance of the sites and to deliver long term business rates growth and associated investment and employment benefits.
- Working with internal and external teams to assist with the optimal outcome for the CA for projects with property related assets.
- Working with external stakeholders to deliver alternative funding solutions to provide
- Work with the Commercial Team to help deliver the vision of the Authority wide Commercialisation Project.

Policing Environment & Place

Economic Implementation

The team will commence delivery activity in support of the Climate and Environment Plan, progressing key workstreams in Natural Flood Management and Flood Infrastructure as well as Solar. They will continue to lead on housing Retrofit activity, particularly with the West Yorkshire Housing Partnership through Social Housing Decarbonisation work and the Mayor's Retrofit Booster scheme, whilst commencing early feasibility work aligned to the Better Homes Hub. The team will continue to focus on enabling stalled housing sites to progress in the penultimate year for the Brownfield Housing Fund, supporting delivery of much needed homes and affordable housing in the region. The team will continue to support the British Library in its plans to establish a new physical presence in Leeds, together with conclusion of Superfast West Yorkshire and York including final closure of the programme with Building Digital UK.

Place and Environment Policy

The focus of the place and environment policy team is policy and programme development to support sustainable growth, resilience and tackling the climate emergency. Our activity aims to accelerate delivery and improve the quality of infrastructure including housing, employment sites, digital, flood and energy. Our activity supports a cross-boundary and cross-policy approach to infrastructure planning and delivery, seeking opportunities for cost and efficiency savings. Our activity aims to influence government policy to the benefit of West Yorkshire, to secure additional government funding and to unlock commercial investment. We have a critical role to play in leveraging / mobilising private finance to support the regions infrastructure transition in the context of our 2038 net zero target (the finance required to deliver the 3-year West Yorkshire Climate and Environment Plan is up to £4.4billion). Programme and policy development priorities include building a 249million investment ready Capital Flood Programme, a 7.1million Natural Flood Management Programme, retrofit activity in West Yorkshire through our Better Homes Hub programme, maximising delivery of Project Gigabit broadband in West Yorkshire, creation of an investment ready Flexible Gigabit Grant Programme and implementing our Strategic Place Partnership with Homes England to unlock housing investment in West Yorkshire.

Policing and Crime

During 2023-24 the following strategies will be co-produced to support delivery against the Mayor's Police and Crime Plan: Safer Places and Thriving Communities (Place), Vulnerability and Safeguarding Strategy, Responding to Multiple and Complex Needs

The Mayor's Partnership Executive Group will be developed to give more strategic oversight of partner performance against the Police and Crime Plan. Scrutiny of West Yorkshire Police will continue through the Mayor's accountability structures, including quarterly reporting on performance against the performance framework set out in the Police and Crime Plan. The Mayor will set the police Council Tax Precept and will agree the police budget. The Mayor will continue to have oversight of the way that police complaints are dealt with and will continue to have responsibility for dealing with formal reviews of police complaints. The Mayor will publish an annual report

Joint work with partners will continue through the Local Criminal Justice Board, the Vision Zero Board, Community Safety Partnerships Forum and a range of local partnership boards some of which include: Victims and Witnesses, Mental Health, Modern Slavery, and six others.

The Mayor will continue to work with regional partners on tri-services provision and regional and organised crime governance. Work will continue with the Home Office and police forces and Police and Crime Commissioners/Mayors across England and Wales to agree a transition for the National Police Air Service (NPAS). A fleet replacement commission for NPAS will be agreed. The Mayor will continue to engage with West Yorkshire communities to inform a refresh of the Police and Crime Plan in early 2024.

The Mayor will commission services with Government funding of up to £15m for the period 22 – 25 including: Restorative Justice Service, Sexual Assault Referral Centre (regional provision), Domestic Abuse and Sexual Violence, Independent Domestic Violence Advisers and Independent Sexual Violence Advisers, Victims and Witnesses Support Service, Stalking Advocacy Service

Violence Reduction Unit

The West Yorkshire Violence Reduction Unit (VRU) has received £5.8m in 22/23 to continue its role to lead and coordinate the local response to serious violence. This is part of a three-year arrangement with indicative funding available during 2023/24 and 2024/25. The VRU team costs are affordable throughout the funding period.

As a condition of the funding received from the Home Office the VRU will produce an annual refreshed Needs Assessment and Response Strategy. The current documents can be found [here](#). We are in the process of producing a refresh of both which will be available end of this year and will drive/inform delivery 2023-24. The Response Strategy provides a framework for preventing and reducing serious violence. Informed by an evidence base, the strategy sets out The VRU's understanding of serious violence, local needs and how it will respond to this. From the priorities in the strategy, we will develop a new delivery plan which include programs and interventions. The team will also continue to evaluate all programs as per the home office requirement and will commission a number of research programs to inform our response.

We will deliver the response strategy 2023/24 in partnership and whilst we have flexibility to adopt a broader definition of serious violence, the focus cohort is young people under the age of 25. The Home Office have outlined three key success measures for VRUs which we will aim to achieve as part of our approach, all relate to young people:

- A reduction in hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25,
- A reduction in knife-enabled serious violence and especially among those victims aged under 25,
- A reduction in all non-domestic homicides and especially among those victims aged under 25 involving knives.

Strategy Comms & Intelligence

(Structure subject to review)

Strategy, Transformation & Corporate Policy

We will create a new service to bring together our existing strategy team with corporate performance, in order to bring greater alignment to our external and internal planning and strategies. We will increase further our focus on Equality, Diversity and Inclusion, making progress towards the ambitious targets included within our Action Plan, and supporting the Mayor's Inclusivity Champion.

We will enter into negotiations with Government about further development of our devolution arrangements, following commitments made in the Levelling Up White Paper and Autumn Statement. We will continue to grow West Yorkshire's impact with Government through the promotion of the West Yorkshire Plan and the convening of partners around the Plan and the ambitious targets within it.

We will continue to support the Mayor and Leaders to make effective decisions about the deployment of funding across the West Yorkshire Investment Priorities, and the relative prioritisation of programmes that support our objectives. We will coordinate the delivery of the UK Shared Prosperity Fund, and continue to develop and deepen our partnership arrangements and relationships across the region.

Research & Intelligence

Based on our existing resources and budget the Research and Intelligence team will continue to provide:

- As a top priority, the data collection and modelling to enable the businesses case for Mass Transit and Bus Reform to be developed. This will include model specification, sign-off and validation of model components (demand, highways and public transport); the integration of model data capture and surveys into the baseline Mass Transit model specification, and following sign off the model will be used to inform the business case.
- Ongoing primary research to support the CA's monitoring, reporting and advocacy in support of the cost of living and doing business.
- Monitor and evaluate major programmes including CRSTS, Transforming Cities Fund, and prepare for gateway review.
- Provide access to a number of key intelligence tools which are needed to support cost of living and doing business, State of the Region and annual LMI report.
- Resource, procure and manage key primary research which supports State of the Region and internal KPI monitoring – such as the West Yorkshire Business Survey – collecting key metrics for policy teams.
- Support the delivery of currently identified business plan outcome measures including the delivery of State of the Region 2023 and its supporting EDI companion document – both of these documents are central to corporate performance monitoring.

Communications

Completing the restructure

Throughout 2022/23, work has been ongoing to build essential capacity, resilience, process and structure into the Communications department. This included a Peer Review from the LGA, which endorsed our existing plans for the development of the service and provided further support and challenge that will help us to develop and refine ways of working. There is still work to be done to refine structures, roles and responsibilities, identify funding and recruit throughout 2023/24, whilst ensuring value for money is provided.

Whilst work to secure posts is ongoing, structures and processes continue to be established and embedded to create efficiencies. A major focus will be the completion and rollout of the Communication strategy – a central approach with more detailed strategies for individual areas. This will be cleared by the Mayor and senior leadership, and will involve greater flexibility on the approaches and use of resource to support funded programmes, as we focus on outcomes and improving lives.

News and Media

We are creating a new press office to replace the old external affairs function. This team will proactively promote the work of the Mayor and Combined Authority and respond to reactive media enquiries in a transparent and timely manner.

We will also transform our digital communications by focusing on the creation and delivery of high-quality, impactful content across all our digital and social channels.

Media engagement will be ramped up with a focus on high-quality news moments, building stronger relationships with key journalists to increase the Mayor's visibility nationally on key issues, being innovative and exploring new ways to reach our audiences, and by prioritising our press and social media work on specific campaigns aligned to the new communications strategy.

A crisis communications plan will be developed to support the organisation through such an event. And we will create a West Yorkshire narrative to help tell our story consistently and effectively across all press and media activity.

Marketing and Campaigns

Communities, consultation and engagement

Work to develop our inclusive approach will continue with wider tactics being used including use of digital / online engagement and more face to face activity, which is essential to reaching seldom heard groups.

Community engagement will ramp up with greater focus on building relationships with community groups in person and online and increasing engagement with young people. A citizen panel will also be explored.

Travel, transport and behaviour change

A cross cutting approach to travel and transport will be finalised for 2023/24, bringing teams together working to a single plan across active travel, transport marketing and strategic transport (including mass transit). Activity will refocus onto modal shift, emphasis benefits and be fronted by real life stories.

Economic growth

The marketing and communications approach will continue to evolve as the new outcome led directorates are embedded into 2023. This will enable end to end storytelling and campaigning, with a focus on high-level messaging and conversion to product and service take up at the end of the funnel.

Climate, environment and place

During 2023 we will establish a new team reflecting changing structures in the organisation. A business case for the Climate Action Plan comms approach will be concluded and launched.

We will continue to develop approaches to place and culture, heritage and sport as resource allows. Unless funding becomes available, this will continue to be delivered through press and online channels rather than campaigns, including our involvement in the Culture framework, Leeds 2023 and other cultural festival, plus telling the story of our successful economic regeneration.

Corporate communications

- A refreshed approach to Colleague Communications will continue with a focus on engagement over broadcast. This will mean more in person activity, making Wellington House our home and revisiting opportunities with staff network groups.
- Our change programme will continue to be a key strand of communication including the evolution of intranet content and use.
- The brand review will be at rollout stage, supported by new guidelines, workshops, templates and assets. Workshops and roadshows will run throughout Q1 to embed a consistent approach and respect for our brand.
- Market research will be more visible, using Your Voice to give more people a chance to engage and to inform our audience understanding.

Finance & Commercial Services

(Structure subject to review)

Commercial

Over the course of 2023-24 based on our existing resources and budget the Commercial team are going to produce:

- New policies and procedures reflecting updated public procurement law
- A minimum of 21 Strategic and 31 Operational procurements.
- Improved collaborative working across Anchor organisations in West Yorkshire.
- Sub-category procurement category strategies.
- An increase in social value commitments.
- An increase in local suppliers to the CA.
- Improvements in the benefits achieved through effective management of contracts.
- In support of the commercialisation project and alongside colleagues from across the organisation; delivery of the action plan, an upskilled and more resilient workforce and a training programme.
- Improved due diligence processes.

Internal Audit

Over the course of 2023-24 and based on our existing resources and budget the Internal Audit team will produce the following outcomes:

- A risk based audit plan that ensures sufficient breadth and depth to provide the statutory requirement for an annual audit opinion to be included the Annual Governance Statement
- A plan of audits of both the Adult Education programme and the Adult Education training providers to ensure sign off of the annual assurance statement for the Department for Education
- Sign off and audit, where appropriate, of grant certifications whose funding agreements require these
- A programme of work in relation to Counter Fraud, Whistleblowing and Anti Money Laundering including investigations and support for the organisation with risk assessments, awareness raising and supporting documentation including reviews of all relevant policies
- A review of the audit universe for the CA including support for the development of an assurance map and accountability structure along with a review of the team structure and design
- Development of the data analytics capability in the team to support real time auditing
- Complete a self-assessment against the Public Sector Internal Audit Standards along with an updated Quality Improvement Plan in preparation for an external assessment in 2024

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- Provide a dedicated resource to support the development of the new Multiply programme

Finance

During 2023/24 the finance team will introduce a new team structure which will support robust financial control, financial support for the organisation and provide improved information for decision makers. The team will build on the efficiencies and capabilities of the new integrated corporate systems and produce:

- Group consolidated statutory accounts in line with legislative requirements
- Budget proposals for 2024/25
- Robust in year budget management processes and reporting
- Streamlined treasury management support arrangements and enhanced reporting on this to Members
- Enhanced regular reporting packs of budget and funding information for decision makers
- Continued effective delivery of all core finance support functions including payroll, debtor and creditor management, banking and tax.
- Agile processes for managing funding through the Single Investment Fund, ensuring available funds are maximised to deliver the Combined Authority objectives.

ICT Services

Over the course of 2023-24 based on existing resources and budget ICT Services will deliver:

- Digital transformation:
 - Migration of data and technology services to the Microsoft Cloud for best-in-class availability, mobility and stability.
 - A new call centre solution for improved public engagement.
 - The migration of remaining Skype for Business users to Microsoft Teams for better collaboration across the organisation.
 - The development of a new business to business customer relationship management system for Economic Services.
 - The implementation of a Data and Information Management Strategy.
 - Enhanced digital security operating 24/7 with external monitoring, staff training and stress testing of infrastructure.
 - The implementation of improved geographic information systems to deliver the recommendations of the Location Intelligence Strategy.
 - Rigorous and embedded disaster recovery processes.
 - Digitisation of existing manual processes to improve efficiencies.
 - Empowerment of staff to give more digital skills to stimulate creativity and innovation.

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- A new Corporate Technology Strategy.
 - Implementation of a new Microsoft Enterprise Agreement and maximisation of its benefits to the organisation
 - Management of modern, secure and reliable live technology services that remain operational within the hours covered by their SLA.
 - Management of a modern, secure and reliable development technology service to deliver new and enhanced internally produced solutions.
 - A high-quality customer centric ICT Service Desk responding to over 600 requests per month.
 - New Service & Operational Level Agreements to provide tailored technology services based on business need.
 - Support and technical management of the Yorkshire wide real time information system with operational improvements.
 - Collaboration with Communications to produce a new online website and social media strategy.
 - An annual technology accessibility review with implementation of recommendations.
 - Accreditation of Cyber Essentials Plus.

Chief Operating Officer

(Structure subject to review)

Legal & Governance

The Service will support the progression or delivery of key projects across the Authority including: -

- Mass Transit and Bus Reform, Projects and programmes within the WY Plus Transport fund portfolio/CRSTS programme/delivery of LTP schemes and active travel/TCF/Carbon mitigation programme
- Flood resilience projects, Housing retrofit & Solar PV programme
- Brownfield Housing Fund
- British Library North
- Adult Education Budget and Business Support programmes

The Service will continue to support the Authority in relation to its land and property portfolio and will support the strategic evaluation of land and property in line with the Asset Development Plan

In relation to the Policing and Crime (PCC) functions held by the Mayor, the Service will:

- Support the further development of governance arrangements in respect of the Mayor's PCC functions and in particular advise and assist on the development of strategies and decisions taken by or under the delegated authority of the Mayor and advise and assist the Mayor on statutory responsibilities in relation to complaints.
- Support delivery of the Mayor's Police and Crime plan and the commissioning of targeted services.
- Represent the Mayor's interests as LLPB in the transition of NPAS to a new hosting arrangement

The Service will retain a key role in providing both proactive and reactive legal advice and support in relation to all regulatory and compliance matters including health & safety, employment and litigation, with priority to embedding the public sector equalities duty and supporting safeguarding arrangements.

The Service will continue to provide advice and support in relation to Information Governance, as well as the Authority's legal obligations in respect of data protection/GDPR and freedom of information/environmental regulation requests, ensuring the transparency and publication requirements for the Authority are effectively maintained – led by the Data Protection Officer.

The Service will maintain its oversight of the governance of the Authority under the lead of the Monitoring Officer and ensure effective, accountable and transparent decision making at both a political and officer level. This includes ensuring the Authority and its committees comply with the prescribed statutory framework and the associated ethical requirements and providing the role of Statutory Scrutiny Officer.

Key activity will relate to the changes resulting from the organisational evolution programme at an officer level and the integration of the LEP Board into the Combined Authority at a political level.

The Service will continue to provide input in relation to national initiatives and negotiations (e.g. exploring opportunities for further devolution) and also at an organisation level (e.g. supporting the commercialisation of the Authority, the development of the Information Management Project and the EDI initiatives and action plan). The Service will also play a leading role on the lead up to the 2024 Mayoral election.

The Service will continue to build resilience to meet the organisation's needs, implementing a new Legal restructure, reviewing the Governance Services structure and implementing a new case management system.

HR

Over the course of 2023-24 based on existing resources and budget HR will seek to progress and deliver :

- Renegotiation and implementation of revised Terms and Conditions of Employment
- A revised outcome based organisational structure including recruitment to senior roles
- Implement the new ICS system with a focus on the HR elements and reflecting the revised organisational structure, including the development of the talent and succession function
- Continue the work to support the organisation improve the profile of the workforce to better reflect the communities we serve, including reviewing our recruitment policies and practices and upskilling managers
- Completion of the 5 year Health and Safety strategy including the implementation of a Health and Safety Management System
- Progress the Learning and Development offer to the organisation via the appointment to the Learning and Development Partner role and a review of the function and outputs
- Deliver an annual Health and Wellbeing initiative across the organisation

Portfolio Management and Appraisal

Over the course of 2023-24 based on our existing resources and budget PMA are going to produce:

- A revised Assurance Framework that builds on our existing exemplar AF by undertaking a peer review with other MCAs, that:
 - Incorporates emerging and current funding settlements and continue to introduce flexibilities in process.

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- Strengthens our approach to business case development in economic regeneration investment propositions including assessing value for money.
 - Strengthens the assessment of equality, diversity and inclusion and inclusive growth.
 - Embeds the assessment of carbon and wider climate change impacts into appraisals.
 - Working with Policy, projects and programme business cases from the IPs and CRSTS that are developed sufficiently and dealt with flexibly and pragmatically.
 - Working with the Evaluation team, monitoring and evaluation plans in all business cases
 - Improvements in the quality and consistency of programme and project appraisal to support effective decision making, including Appraisal Specification Reports (ASR).

Find out more

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All information correct at time of writing